

## Chapter 6: Recommendations

This chapter presents the recommendations from the Review. The KRAs have been taken directly from the Heritage Council/Heritage Office strategic plan for 1999-2000. The intended outcomes and strategies have been developed from the proposed actions presented in each chapter of the review. It is anticipated that these recommendations will form the basis for the Heritage Office archaeologists work plans in the period 2000-2005.

### **KRA 1: KNOWLEDGE OF NSW HERITAGE, ITS SIGNIFICANCE AND CONSERVATION**

The community will have access to quality and timely information about statutory listed NSW heritage through the State Heritage Inventory and the legislative framework.

<b>Intended Outcomes</b>	<b>Strategies</b>
1.1 The diversity and significance of the archaeological heritage of NSW will be more fully understood and appreciated	<ul style="list-style-type: none"> <li>• adopt the principle of developing thematic and regional research frameworks and prepare a targeted program for the preparation of these frameworks</li> <li>• explore commercial, community and government sponsorship options for the preparation of the frameworks</li> </ul>
1.2 Heritage assessment documents will clearly identify archaeological resources and their significance	<ul style="list-style-type: none"> <li>• Heritage Impact Assessment guidelines are amended to incorporate archaeological requirements</li> <li>• Heritage Council formally adopts additional archaeological significance assessment criteria</li> <li>• Archaeological Assessment Guidelines are updated</li> </ul>
1.3 The State Heritage Inventory and State Heritage Register will provide a comprehensive and authoritative listing of the extent and diversity of NSW cultural and natural heritage	<ul style="list-style-type: none"> <li>• prepare a list of State significant archaeological sites in conjunction with the Archaeology Advisory Panel, and recommend to the Minister that they be listed on the State Heritage Register</li> <li>• listings for sites already on the State Heritage Register will be updated to include archaeological values where appropriate</li> </ul>

### **KRA 2: GOVERNMENT LEADERSHIP IN HERITAGE MANAGEMENT**

The community will recognise NSW Government agencies as leaders in heritage management. NSW Government agencies will model best practice in the management of heritage places

<b>Intended Outcomes</b>	<b>Strategies</b>
2.1 State Agencies will understand, conserve and promote archaeological sites as a key agency responsibility	<ul style="list-style-type: none"> <li>• ensure State agencies include archaeological sites in Section 170 registers and adopt appropriate archaeological management requirements</li> <li>• target agencies that issues approvals or do works affecting archaeological sites and assist them to prepare protocols and checklists for agency staff and industry stakeholders</li> </ul>

<p>2.2 Environmental Impact Assessments will adequately identify and assess archaeological issues (Crown Development Applications, Environmental Impact Assessments, Reviews of Environmental Factors)</p>	<ul style="list-style-type: none"> <li>• prepare specific EIS heritage and archaeological guidelines and work with DUAP to amend their guidelines in the EIS manual</li> <li>• ensure EISs consider heritage at all stages including the selection of sites for development</li> <li>• liaise with DUAP regarding the Director-General's requirements for heritage</li> <li>• hold briefing sessions for major environmental firms on heritage and archaeological issues</li> <li>• prepare a standard brief which can be used for the archaeological/heritage component for Environmental Impact Assessments</li> </ul>
<p>2.3 Places with both Aboriginal and non-Aboriginal heritage values will be managed in an integrated way, respecting all phases of history represented in that place</p>	<ul style="list-style-type: none"> <li>• initiate discussions with NPWS regarding procedures for dealing with sites that have both Aboriginal and historical archaeological values</li> <li>• request NPWS to place a standard condition relating to historic relics on all Consents to Destroy issued under Section 86 of the National Parks and Wildlife Service Act, 1974</li> <li>• consider the establishment of a joint regional advisory service for historical archaeology and Aboriginal heritage</li> </ul>

### **KRA 3: LOCAL HERITAGE MANAGEMENT**

Local councils will integrate heritage conservation into their overall environmental management

<b>Intended Outcomes</b>	<b>Strategies</b>
<p>3.1 Responsible management of places with archaeological significance will be incorporated into local council statutory, planning and management frameworks</p>	<ul style="list-style-type: none"> <li>• prepare a standard framework for archaeological management for adoption by all local councils</li> <li>• require the adoption of archaeological provisions in all Local and Regional Environmental Plans</li> <li>• prepare standard archaeological consent conditions for DAs to be included in the Local Government Heritage Manual</li> <li>• offer trial delegations to Sydney City Council and Ku-ring-gai Council</li> <li>• prepare a strategy for introducing archaeological resource databases into local councils</li> </ul>
<p>3.2 Key local councils will have regular access to specialist archaeological advice</p>	<ul style="list-style-type: none"> <li>• discuss the needs of particular local council areas and consider if specialist archaeological skills will be useful in that area as part of the heritage adviser program</li> <li>• investigate the establishment of a network of regional archaeological advisers</li> </ul>

	<ul style="list-style-type: none"> <li>• develop a strategy for increasing in-house archaeological expertise at local councils targeting areas with particularly significant archaeological resources</li> </ul>
3.3 Relevant local council staff will be aware of archaeological requirements and will operate in accordance with best practice archaeological guidelines	<ul style="list-style-type: none"> <li>• prepare guidelines for all local council staff regarding best practice archaeological management for inclusion in the Local Government Heritage Manual</li> <li>• develop a component of existing local council accreditation courses to provide training on archaeological requirements and issues</li> <li>• continue holding targeted workshop sessions with local council staff and Councillors to increase awareness of basic archaeological requirements and best practice management policies</li> </ul>
3.4 Heritage lists (LEP and REP schedules) will reflect and represent the diversity of the community's heritage	<ul style="list-style-type: none"> <li>• prepare a model brief for broad scale archaeological management studies prepared in the context of broader research frameworks and integrated with studies for other heritage values</li> <li>• rewrite heritage study guidelines and ensure that studies are undertaken in the context of the proposed regional and thematic research frameworks and that all heritage studies include appropriate policies/strategies for historical archaeological heritage</li> <li>• target funding to heritage studies that conform to the new guidelines</li> </ul>

#### **KRA 4: VALUE OF HERITAGE TO THE COMMUNITY**

The community will celebrate and conserve the State's environmental heritage

<b>Intended Outcomes</b>	<b>Strategies</b>
4.1 The community will be able to access archaeological sites and the results of archaeological investigations leading to increasing awareness and appreciation of the State's significant archaeological resource	<ul style="list-style-type: none"> <li>• the Heritage Council continues to take an active role in promoting archaeology as an essential and significant part of the State's heritage</li> <li>• the Heritage Council require in some cases, through consent conditions on excavation permits: <ol style="list-style-type: none"> <li>1. promotion of major archaeological projects through the press;</li> <li>2. the preparation of brochures and/or public reports to explain major archaeological projects;</li> <li>3. the provision of public tours on major archaeological projects where safety requirements allow them;</li> </ol> </li> </ul>

	<p>4. on site interpretation for sites of high significance and/or where archaeological remains can be easily incorporated in to public space.</p> <ul style="list-style-type: none"> <li>• commission guidelines on the interpretation of archaeological sites and conduct an education session for the heritage profession</li> <li>• commission guidelines on the integration of archaeological issues into urban design outcomes and conduct an education session for planners and architects</li> <li>• seek further opportunities to integrate archaeological heritage issues into the NSW School Curriculum</li> <li>• target projects such as the Cumberland Street archaeological excavation education kit for Heritage Council funding</li> <li>• use press releases to promote important archaeological projects and good archaeological outcomes</li> <li>• investigate opportunities to consult with relevant stakeholders to understand and address their particular wants, concerns or expectations with regard to archaeology</li> <li>• that archaeology be represented at all Heritage Council and Heritage Office events through displays, the presence of staff or the availability of publications</li> <li>• seek opportunities for Heritage Office staff to promote archaeological heritage through public lectures, talks to interest groups, schools and tertiary institutions and heritage professionals</li> <li>• all existing HO publications relating to archaeology be updated</li> <li>• all other general Heritage Office publications refer to best practice archaeological management wherever relevant</li> <li>• priorities should be established for additional archaeological publications</li> <li>• an archaeological section of the Heritage Office web-site be established</li> <li>• use Heritage Council conditions of consent, target funding and undertake stakeholder consultation to ensure that the public benefits for archaeology are maximised through the strategies outlined in this review</li> <li>• the Heritage Council issue press releases about major, upcoming archaeological projects</li> <li>• consider establishing a program of modest</li> </ul>
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	scholarship funding for directed archaeological research projects, in consultation with the Archaeology Advisory Panel
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### KRA 5: CONSERVATION PRACTICE STANDARDS

The Heritage Council will set best practice standards for heritage conservation.

Intended Outcomes	Strategies
5.1 Conservation of significant archaeological sites will be considered a priority	<ul style="list-style-type: none"> <li>• excavation of highly significant remains to be treated as a less desirable outcome when excavation can be avoided</li> <li>• create and publish a set of principles in association with the AAP to guide the protection and use of the archaeological resource</li> <li>• prepare guidelines on in situ retention</li> <li>• include best practice standards for the management of above ground archaeological resources in the NSW Heritage Manual</li> </ul>
5.2 Research outcomes will be a key focus of all archaeological investigations	<ul style="list-style-type: none"> <li>• encourage archaeological investigations which test theories about archaeological sensitivity and the research potential of certain site types</li> <li>• further discussion held regarding Research Designs, ultimately leading to consultation with the archaeological community and development of additional guidelines</li> <li>• target funding to assist in the analysis of existing archaeological assemblages</li> <li>• investigate options for establishing a repository for archaeological collections</li> </ul>
5.3 Conservation Management Plans will provide adequate guidance to ensure the conservation of places with significant archaeological remains	<ul style="list-style-type: none"> <li>• amend CMP guidelines to call for an examination of archaeological potential when any subsurface works are called for</li> <li>• establish conditions for Heritage Council endorsement of CMPs and ensure archaeology is addressed and policy provided where there is reasonable cause to suspect the presence of relics</li> </ul>

### **KRA 7: SUPPORT TO THE MINISTER AND THE HERITAGE COUNCIL**

The Office will provide quality advice to the Minister and the Heritage Council and support the Heritage Council so that it can conduct efficient meetings and make good decisions.

<b>Intended Outcomes</b>	<b>Strategies</b>
7.1 Statutory functions relating to archaeology will be carried out efficiently and permit requirements will promote quality archaeological output	<ul style="list-style-type: none"><li>• adopt a stricter policy regarding compliance of Archaeological Assessments to the published guidelines</li><li>• amend the section 140 permit time frame from 21 to 40 days</li><li>• hold an information session on changes to the Heritage Act and current archaeological policy for consultants and other interested parties</li><li>• develop strategy for ensuring compliance with consent condition including the submission of final reports</li><li>• update the publication Procedures for the Evaluation of Excavation Permit Applications Under the NSW Heritage Act. 1977</li><li>• finalise, adopt and publish guidelines outlining qualifications needed to become an Excavation Director</li></ul>

### **KRA 8: DEVELOPMENT OF HERITAGE OFFICE AND ITS STAFF**

The Heritage Office will have a diverse staff with the skills and resources needed to carry out its functions.

<b>Intended Outcomes</b>	<b>Strategies</b>
8.1 All Heritage Office staff will be aware of archaeological requirements and will operate in accordance with best practice archaeological guidelines	<ul style="list-style-type: none"><li>• prepare guidelines for Heritage Office staff and brief them regarding archaeological issues relating to statutory applications and other key Heritage Office functions</li></ul>